

Memorandum of Understanding
Supplemental EMS Staffing
Board of County Commissioners
And

Calvert County Volunteer Fire and Rescue and EMS Departments

February 4, 2021

WHEREAS, the Volunteer Fire-Rescue-EMS Association recognized that the level of Emergency Medical Services ("EMS") call demand was, at times, exceeding the departments' abilities to consistently respond in a timely fashion;

WHEREAS, an EMS Systems Challenges Committee ("Committee") was formed to study and make recommendations to the departments and Board of County Commissioners ("BOCC") on solutions to meet that demand;

WHEREAS, the Supplemental EMS Staffing Committee, consisting of the: President of the Volunteer Fire-Rescue-EMS Association; Chair of the Presidents Council; Chair of the Chiefs Council; Chair of the Fire and Rescue Commission; Chair of the EMS Advisory Council; BOCC Representative; County Administrator; Director of Public Safety; Deputy Director of Public Safety; Career EMS Division Chief; Fire-Rescue-EMS Division Chief; Assistant Chief of Emergency Communications; and other subject matter experts, met to develop and recommend this MOU for the integration of supplemental staffing into the Volunteer Fire-Rescue-EMS services;

WHEREAS, the departments presented the EMS System Challenges Committee report to the BOCC outlining the findings of this study;

WHEREAS, one of the recommendations of the Committee to assist the departments in meeting this increased call demand was to provide Career EMS staffing (Supplemental Staffing) in order to provide three (3) ALS transport units and one (1) EMS Supervisor position 24 hours a day, seven days a week, 365 days a year in order to supplement and assist the departments in meeting this call demand; and

WHEREAS, the Supplemental EMS Staffing Committee recommend adoption of the following provisions of this Memorandum of Understanding ("MOU") to integrate Supplemental Staffing into the Volunteer Fire-Rescue-EMS Departments in order to assist the departments in providing EMS to the citizens and visitors of Calvert County and the surrounding jurisdictions with mutual aid agreements.

NOW, THEREFORE, in consideration of the mutual entry of this MOU and the performance of the terms and conditions contained herein and other good and valuable

consideration, the receipt and sufficiency of which are hereby acknowledged, the undersigned agree as follows:

I. ADMINISTRATIVE

A. Tracking of Performance Standards

1. Timely response shall be in accordance with the "Response Statistics" policy as applied in accordance with this MOU.
2. Calvert ALS response performance is evaluated monthly by total hours Available for Calls and total hours of NOMED (no medic available).
3. Additional ALS and BLS performance measures are monitored with the EMS Response Time Reports.
4. Illustrative Examples:
 - a) Using Company 1 as an example: 218 (supplemental staffed unit) is on a call and the second EMS unit is dispatched from Company 1. If Company 1 failed to respond to the second call, they would record a unit failure; and
 - b) Using CALS as an example: If CALS is dispatched in conjunction with a supplemental-staffed ALS unit and CALS fails to respond, CALS would record a unit failure.

B. Response

1. The supplemental-staffed ALS unit will respond on ALS calls when dispatched.
2. The supplemental-staffed ALS unit will respond on BLS calls after Emergency Communications challenges the BLS unit where the supplemental-staffed ALS unit is assigned.
3. Volunteers ready and available for ambulance duty will sign up on apparatus assignment board and advise the ALS crew.
4. Only dispatches as first due ambulance (not as second due on double dispatch) will be considered for unit failure status.
5. Illustrative Examples:
 - a) The following examples assume a supplemental-staffed ALS ambulance stationed at Company 1 for a BLS dispatch:
 - i. Ambulance Company 1 dispatched; A19 responds, record will reflect a response success for A19;
 - ii. Ambulance Company 1 dispatched; no volunteer crew at station, PA218 responds, subsequently A19 responds, assists with or assumes care/transport, record will reflect response success for A19; and
 - iii. Ambulance Company 1 dispatched; no volunteer crew at station, PA218 responds, no response from A19, record will reflect a unit failure for A19.
 - b) The following examples assume a supplemental-staffed ALS ambulance stationed at Company 1 for an ALS dispatch:
 - i. Ambulance Company 1 & Medic Unit dispatched; A19 and PA218 respond, record will reflect response success for A19;

- ii. Ambulance Company 1 & Medic Unit dispatched; no volunteer crew at station, PA218 responds, subsequently A19 responds, assists with or assumes care/transport, record will reflect response success for A19; and
- iii. Ambulance Company 1 & Medic Unit dispatched; no volunteer crew at station, PA218 responds, no response from A19, record will reflect a unit failure for A19.

C. Response Areas.

- 1. ALS response area assignments will be coordinated between on-duty EMS Supervisor and in-service Calvert ALS Medic Units.
- 2. Consideration will be taken to afford Calvert ALS paramedic students & intern's opportunity to rendezvous with supplemental-staffed ALS for patient care experience.

D. Calvert County Office of Risk Management.

- 1. The County Safety Officer in conjunction with the Departments Safety Officer will perform a Risk Mitigation assessment of all areas in which county employees will have access to in the station where assigned.
- 2. The on duty EMS Supervisor will perform an investigation of any injuries and/or vehicle accidents involving supplemental staff. The county safety officer will review and investigate as determined by the county risk manager. This investigation will not replace the policies and procedures departments have in place for these types of incidents. These will be in conjunction and coordination with the department.
- 3. In order for a county volunteer to drive and operate a county owned emergency vehicle the driver shall be a member in good standing of one of the volunteer departments in Calvert County, be a minimum of 18 years old, shall be an approved driver through the departments insurance carrier and have successfully completed and certified in Emergency Vehicle Operator (EVOC)
- 4. Those department members that meet the requirements of bullet 3 may drive a county owned EMS vehicle.
- 5. While a county owned vehicle is in use by a department, either as a front line or as a reserve, they shall have unlimited use of the vehicle to afford immediate emergency response and transport of patients to appropriate medical facilities and all routine travel associated with the use.

E. Disciplinary Matters.

- 1. In the event that any disciplinary, performance, or personnel issues arise that involve supplemental staff and the volunteer staff at the station, the Department Chief, President or his/her designees will work with the on-duty EMS Supervisor to resolve the issue.
 - i. The on-duty EMS Supervisor will only have the authority to take immediate actions with the supplemental staff to de-escalate the situation and work through a resolution so service delivery is not interrupted.

- ii. The on-duty EMS Supervisor has no authority over and cannot take any disciplinary actions against any volunteer staff; this is the responsibility of the Department Chief, President or his/her designee.
2. If long term policy changes need to be developed or updated, they will be developed by the Public Safety EMS Division Chief, the Department Chief and/or President involved, and the Supplemental EMS Staffing Committee.
3. Any discipline of Supplemental EMS staff will be handled in accordance with the Personnel Code, Chapter 86 of the Calvert County Code, as amended from time to time.

F. Enforcement of Policies.

1. Any policy violation involving Supplemental EMS staff would be discussed between the Department's Chief and/or President the Public Safety EMS Division Chief to the extent permitted by law.
2. If the issue is of a pressing nature and needs immediate attention the on-duty EMS Supervisor will have the authority to handle the situation.
3. If a policy issue is identified that needs to be addressed in this MOU, the Supplemental EMS Staffing Committee will discuss and develop resolutions in order to update the base MOU.

G. Quality Assurance (QA).

1. At all times any instance of a protocol violation, inability to carry out physician order or an extraordinary care event the policies outlined in the Calvert County EMS Operational Program, EMS Quality Management Plan, as amended from time to time, will be followed.
2. In the event of an instance where a volunteer EMS provider is involved in: a protocol variation; an inability to carry out physician order; or an extraordinary care event, the Department Level QA Officer will forward the report to the Jurisdictional QA Officer in Fire-Rescue-EMS Division.
3. In the event of an instance where a supplemental EMS provider is involved in: a protocol variation; an inability to carry out physician order; or an extraordinary care event, the on-duty EMS Supervisor will forward the report to the Jurisdictional QA Officer in the Fire-Rescue-EMS Division.

II. LOGISTICS

A. Station Access.

1. The host department shall provide an access key/fob to gain entry into the department. The Supplemental EMS staff assigned or detailed to the Department will have access to those areas of the Department where the Department's general membership have access.
2. Access to other areas are at the discretion of the Department.
3. Supplemental EMS staff will be allowed kitchen access in order to store meals for their shift in the Department's refrigerator and to prepare meals during their shift.

4. The Supplemental EMS staff will not require a separate office for their use but will require access to the office space in which the County computer is installed. In that regard, the Departments shall provide Supplemental EMS staff access to the computer installed by the County for use in accordance with County's Computer Usage Policy, as amended from time to time.

B. Accommodations.

1. The Department shall provide bunks in appropriate spaces for use by Supplemental EMS staff.
2. The department will be provided, and allow installation in appropriate locations, lockers use by Supplemental EMS staff for the storage of their gear.
3. The Department shall provide space that will be designated for the storage of Supplemental EMS staff personal property, spare uniforms, toiletries, etc.

C. Medical Supplies.

1. The department will provide restocking of expendable medical supplies as per station practice.
2. All ALS medications and equipment will be provided, maintained and restocked by Supplemental EMS staff or Calvert Advanced Life Support (CALS).

III. OPERATIONAL

A. Vehicle Resource Allocation.

1. Unit Assigned for Supplemental EMS Staff - Out of Service Policy. In the event the EMS Unit assigned to the Supplemental EMS staff is out of service, the Supplemental EMS staff would staff an available EMS Unit in the station. In order to have an available unit in each station, the expectation would be that the affected department would follow the reserve ambulance policy in place and pick up a reserve unit. Once the reserve unit is in quarters, it would be up to the Department Chief and/or President on which unit the Supplemental EMS staff would use.
2. In the event a Supplemental-staffed Supervisor Chase Vehicle is out of service, CALS will provide a medic unit as a reserve, if and as available.

B. Supplemental Staffing Levels.

1. Supplemental EMS staffing objective is first to provide adequate coverage.
2. To the maximum extent practicable, Supplemental EMS staff will strive to have one ALS provider paired with one BLS provider. This would create what is commonly referred to as a one and one ALS staffed unit.
3. If staffing challenges arise, these units may be staffed by any combination of ALS/BLS providers to maintain coverage.

C. Supplemental EMS Staff Responsibilities.

1. It shall be the responsibility of Supplemental EMS staff to:
 - a) Ensure that the assigned unit is clean, stocked, fueled and ready to respond;
 - b) Ensure that all equipment on the assigned unit is maintained and working properly;
 - c) Assist cleaning those common areas in the department they use;

- d) Participate in or help put on department's EMS drills when: (1) available; and (2) doing so will not place the unit out of service;
- e) Ensure Patient Care Reports are completed prior to leaving at the end of their shift; and
- f) The on-duty EMS Supervisor shall do Patient Care Report verification every shift to ensure that all reports are completed prior to the end of shift.
- g) Participate in weekly wash out of departments, if performed.
- 2. It shall not be the responsibility of Supplemental EMS staff to:
 - a) Clean-up after non-departmental special events;
 - b) Participate in department fund raising events.

D. Supplemental Staffed Unit Designation

- 1. Supplemental-staffed EMS Unit will be designated by adding a "2" to the beginning of the unit being staffed. For example, Ambulance 18 with a Supplemental-staffed ALS crew of at least one (1) ALS provider, and one (1) BLS provider will be designated as Paramedic Ambulance 218.
- 2. The EMS Supervisor Radio designation will be EMS-20. The Public Safety EMS Division Chief radio designation will be Chief 20. These designations are for radio transmissions and dispatch.
- 3. Designations for volunteer departments will remain the same.

E. Dispatch Policy

- 1. The dispatch policy is call dependent. Volunteer departments with a supplemental-staffed ALS unit will continue to be dispatched. For example, if there is a volunteer crew in station at Company 1 and a BLS call is dispatched, the volunteer crew should respond with Ambulance 19. This allows the ALS crew to remain available for a higher acuity call. If there is no volunteer crew available for immediate response, the Supplemental EMS crew will respond after Emergency Communications challenges the response of the BLS unit. All other dispatch policies currently in place will be followed.
- 2. Four units will be cross-staffed in CAD. For example, Ambulance 19 will be in CAD as Ambulance 19 (A19), Paramedic 219, (PA219), Ambulance 219 (A219) and Medic 219 (M219). A19 will be under Co. 1's FDID and will be the unit designation when the unit is staff by volunteers. PA219 will be under Co. 1's FDID and will be the unit designation when the unit is staffed by Supplemental-staff and one crew member is an ALS provider. A219 will be under Co. 1's FDID and will be the unit designation when the unit is staffed by Supplemental-staff and both crew members are BLS providers. M219 will be under Co. 20's FDID and will be the unit designation when the unit is staffed by supplemental-staff and one crew member is an ALS provider.
- 3. The unit designation PA219 or A219 will be used when "19" is staffed by supplemental-staff and "19" responds on any call that it would normally be dispatched to today. For example, Co. 1 dispatch or Co. 5, Co. 1 and the Medic or Co. 6, Co. 1 and the Medic.

4. The unit designation M219 is used when staffed by supplemental-staff and "19" responds on any call outside of Co.1 first due area as an ALS resource. For example, Co. 5 dispatch or Co. 5, Co. 6 and the Medic or Co. 6, Co. 4 and the Medic.
5. PA219 and A219 are under Co. 1 FDID, all calls they are dispatched to will receive a Co. 1 incident number. M219 being under Co. 20 would receive a Co. 20 incident number.

F. Incident Command

1. Supplemental staff shall follow ICS and be a resource available to the Incident Commander.
2. Patient care and transport decisions will be performed by the highest trained medical provider on the scene.
3. In the event two ALS providers are on the incident the ALS provider that started the patient care will be the lead. The EMS Supervisor or a Chief Officer of CALS has the right to assume patient care anytime they observe patient care being compromised or not in accordance with current protocol or practices.
4. Calvert County Officer Command Structure, is incorporated herein by reference.

G. Preceptor/Field Training. Supplemental Staff will be available to perform as preceptor/field training evaluators for the volunteer EMT, EMT-P students. Those requesting will arrange through the Public Safety EMS Division Chief's Office.

H. Governing Law. This MOU shall be construed and enforced in accordance with and governed by the internal laws of the State of Maryland, without giving effect to its choice of law provisions. The invalidation of one or more of the terms of this Agreement shall not affect the validity of the remaining terms.

I. Sufficient Appropriations. The County's financial obligations, if any, under this MOU are contingent upon sufficient appropriations and authorization being made by the County for the performance of this MOU. The County's decision as to whether sufficient appropriations are available shall be accepted by the other party or parties to this MOU and shall be final.

IN WITNESS HEREOF each of the parties hereto have caused these presents to be executed in its name and on its behalf by its Chief and/or President, by authority duly vested in them, or, if either of the said parties is an individual, a partnership or an unincorporated association, such individual, partner or duly authorized agent of such unincorporated association has hereunto set his or her hand and seal, all done and executed as of the date the last of the parties hereto executes this MOU, in several counterparts, each of which shall be deemed an original, but all constituting only one MOU.

ATTEST:

**BOARD OF COUNTY COMMISSIONERS OF
CALVERT COUNTY, MARYLAND**

Michael M. Daskal
_____(SEAL)

By: Earl F. Hance

Earl F. Hance, President

ATTEST:

North Beach Volunteer Fire Department, Inc.

By: _____(SEAL)

Printed Name: Thomas Chris Mills

Title: Fire Chief

ATTEST:

By: _____(SEAL)

Printed Name: Matthew L. Weber

Title: President

ATTEST:

**Solomons Volunteer Rescue Squad
and Rescue Squad, Inc.**

By: _____(SEAL)

Printed Name: Jonathan L. Dalrymple

Title: Fire Chief

ATTEST:

By: _____(SEAL)

Printed Name: John D. Pardoe

Title: President

ATTEST:

Prince Frederick Volunteer Rescue Squad, Inc.

By: _____ (SEAL)

Printed Name: Stanis P. Inscoe

Title: Chief

ATTEST:

By: _____ (SEAL)

Printed Name: Robert T. Francis

Title: President

ATTEST:

**Dunkirk Volunteer Fire Department
And Rescue Squad, Inc.**

By: _____ (SEAL)

Printed Name: Toby R. Sealey

Title: Fire Chief

ATTEST:

By: _____ (SEAL)

Printed Name: Thomas H. Smith

Title: President

ATTEST:

**Huntingtown Volunteer Fire Department
and Rescue Squad, Inc.**

By: _____ (SEAL)

Printed Name: Timothy J. Clark

Title: Fire Chief

ATTEST:

By: _____ (SEAL)

Printed Name: Charles Michael Hardesty

Title: President

ATTEST:

**St. Leonard Volunteer Fire and
Rescue Company 7, Inc.**

By: _____ (SEAL)

Printed Name: William B. Lankford

Title: Fire Chief

ATTEST:

By: _____ (SEAL)

Printed Name: Monty R. Parks

Title: President

ATTEST:

Calvert Advanced Life Support Unit, Inc.

By: _____ (SEAL)

Printed Name: Christopher D. Shannon

Title: Chief 

ATTEST:

By: Stacy L. Clas (SEAL)

Printed Name: Stacy L. Clas

Title: President